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**"Growing" a Garden Hotel: Landscaping the Los Angeles Four Seasons,** *by Donald C. Brinkerhoff.* Creating a "garden hotel" on a two-acre urban lot involves many landscaping challenges. This account of the landscape architecture of the Los Angeles Four Seasons hotel explains how to overcome the many limitations of an urban site by blending in with desirable aspects and screening out undesirable ones. Pages 28–31.

**Factors of Restaurant Success: Why Some Succeed Where Others Fail,** *by Daniel R. Lee.* The market for food away from home has grown steadily in the last 25 years, and this growth should continue. But that's no guarantee that individual chains will prosper. In this article, a noted stock analyst examines the factors that foster the growth of restaurant companies. Pages 32–37.

**Exit Interviews: How to Turn a File Filler into a Management Tool,** *by Robert H. Woods and James F. Macaulay.* Not all hospitality companies use exit interviews, but even those that do interview departing employees don't make full use of the information available. This article reports on the authors' study of the frequency and applications of exit interviews in the hospitality industry. Pages 38–46.

**The Integrated Approach to Hospitality-Management Systems,** *by Virgil L. Smeltzer.* Integrated computer systems have made guest service more efficient for many hotels. Here are the advantages of casting your computer lot with an integrated system. Pages 48–51.

(Profile) **Juergen Bartels: Risk, Planning, and Execution.** Pages 52–56.

**AIDS: A Managerial Perspective,** *by Mark J. Liberson.* AIDS and the difficult human-relations problems it causes will not go away soon. Here are policy guidelines for handling your employees' nearly inevitable emotional reaction to a fellow worker suffering from AIDS. Pages 57–61.

**Checking the Checks: A Survey of Guest-Check Accuracy,** *by Thomas J. Kelly and Steven Carvell.* The frequency of check errors is higher than many restaurateurs might think. And inaccurate guest checks represent lost revenue. The authors' survey of guest checks uncovered a remarkable percentage of check errors—mistakes that were largely against the house. Pages 62–65.

**Building Sales Success with Travel Missions,** *by James C. Makens and Chuck Y. Gee.* In a travel mission, a group of travel-related businesses from a destination attends a trade show or sets up contacts in a potential feeder market. In this article, the authors explain how travel missions should work and how your property can participate in one. Pages 66–73.

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(Notes) **The Job Offer: What Today's Graduates Want,** *by Ken W. McCleary and Pamela A. Weaver.* Pages 28–31.

**Creating Menus with Desktop Publishing,** *by Stephen G. Miller.* Using a personal computer and a laser printer, you can create menus that look almost as though they were professionally printed. And you are able to change the menu quickly, easily, and economically. In this article, the author explains the many ways to use desktop publishing systems to produce menus. Pages 32–35.

**The Hotels of Israel: Pressure and Promise,** *by Kenneth J. Gruber.* Israeli hotels operate in an environment of pressure—from the government, from employees, and from religious authorities. Despite these many conflicting influences—or perhaps because of them—the Israeli hotel industry is rapidly coming of age. Pages 36–43.

**Key Factors in Guest Satisfaction,** *by Ernest R. Cadotte and Normand Turgeon.* Some attributes of a hotel or restaurant are most likely to win compliments, while others usually show up on customers' complaint lists. Still others don't seem to make a difference at all. This article shows that knowing which factors are most likely to win compliments or complaints can help a manager improve guest satisfaction. Pages 44–51.

**Boosting Revenues through Yield Management,** *by Eric B. Orkin.* Hoteliers who concentrate mostly on boosting occupancy or on maintaining a high average rate are looking at just one side of a two-faced coin. The technique of yield management seeks to optimize a hotel's revenue by considering both rate and occupancy in a unified analysis. Pages 52–56.

**Couponing for Profit,** *by Michael M. Lefever and Alastair M. Morrison.* Coupons can be an effective way to introduce new products or to create temporary price reductions in a competitive climate. Here is an explanation of how to use coupons, what results to expect from them, and what not to expect. Pages 57–63.

**Downsizing for the Hospitality Industry,** *by Raphael R. Kavanaugh and Marilyn Andrews.* Hotel and restaurant companies sometimes must reduce the size of their workforce. The best way to accomplish this reduction is with a methodical downsizing program such as the one described here. Pages 64–70.

**Planning: The Second Step in Market Development,** *by Peter C. Yesawich.* Once your firm has completed its marketing research, you must determine with whom you compete, forecast demand, and decide from which segments you intend to cultivate business and to what degree. All this information—and more—should be part of your marketing plan. (Part two of a three-part series.) Pages 71–81.

**Pacific Asia: The Mass Market in Travel,** *by Dexter J. L. Choy.* Tourists are traveling to Asia and the Pacific region in increasing numbers. But not all countries are sharing equally in the new growth. An examination of the pattern of this growth may help you determine whether your company should consider developing hotels in this region. Pages 82–87.